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ABSTRACT

This guide was developed to meet the marketing, outreach, and recruitment needs of job training organizations. It is designed to help organizations create a positive and professional image of local job training programs in their business community. The guide is organized in three sections that cover the following: (1) marketing and outreach techniques (developing a marketing plan, print materials, business cards, newsletters, annual reports, direct mail, advertising, television, and display boards and promotional items); (2) media relations (materials for developing positive relations with the press, including press releases and press conferences, radio and television coverage, and crisis planning); and (3) marketing, outreach, and recruitment for laid-off workers. The guide contains examples of brochures, print advertisements, radio spots, video scripts, direct mail pieces, and promotional items for use in employer outreach. Also included are samples of print materials for laid-off workers, tips on developing positive media relations, and cost-saving techniques for effective marketing programs. (KC)

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NAWDP
JOB DEVELOPER'S MARKETING KIT
FOR
EMPLOYMENT & TRAINING PROGRAMS

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NAWDP
JOB DEVELOPER'S MARKETING KIT
FOR
EMPLOYMENT & TRAINING PROGRAMS

A PROJECT OF NAWDP'S JOB DEVELOPMENT/MARKETING NETWORK

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INTRODUCTION

WHAT ARE MARKETING, OUTREACH & RECRUITMENT AND WHY DO WE NEED THEM?

The definition of marketing means a lot of different things to different businesses and individuals. It can mean selling, advertising, outreach, publicity or research, depending on how marketing is being used and who is using it to reach a targeted audience. A basic definition of marketing is ***"the red line of action between an idea and its delivery or customer use."*** If these definitions make marketing seem all-encompassing, that's because marketing efforts have an impact on the image of the entire business or organization.

Many job training organizations make the mistake of thinking that marketing is not an essential element in their overall management needs. This could not be further from the truth. All organizations need good, solid marketing, outreach and publicity efforts to ensure that the public knows who they are and the positive work they are doing for the community. We also need marketing to reach our potential clients and target audiences—in this case, local employers who are interested in hiring individuals from job training programs. Through successful marketing, outreach and recruitment techniques, the business community hires trained workers, and the job training program successfully places trainees in jobs.

An organization may have the best job training programs in the nation, but unless the local community is *aware* of these programs, they are not benefiting anybody. You must tell the news of your great programs to others. Simply telling, however, is not enough. You must tell the news to the right prospects, and you must communicate in such a way that they will understand you and want to take action.

Motivating busy employers to hear your message and want to take action by hiring a trainee from your organization can be difficult. Many employers are suspicious of federal programs and wary of the "red tape" often associated with this type of agency. They must be convinced through good marketing and outreach efforts that this is a reliable organization that can meet their hiring needs—all at *NO COST* to the business.

Print materials, radio spots, advertisements, videos, and other outreach tools must grab the employers' attention in a credible and creative manner. Outreach materials must focus on the benefits of using your organization's job training programs. The message must be simple, direct and concise, while always stressing the advantages to the employer, and avoid program terminology and acronyms.

This Job Developer's Marketing Kit will address these marketing, outreach and recruitment needs of job training organizations. For the purpose of this kit, the term *marketing* will serve as the definitive term for all outreach and recruitment efforts. It will include three sections:

MARKETING & OUTREACH TECHNIQUES provides tips & examples

MEDIA RELATIONS covers materials on developing positive relationships with the press

MARKETING FOR LAID-OFF WORKERS focuses on a specific population

The kit is designed to help organizations create a positive and professional image of local job training programs in their business community. The kit contains examples of brochures, print ads, radio spots, video scripts, direct mail pieces and promotional items for use in employer outreach. Also included are samples of print materials for laid-off workers, ads and radio spots along with tips on developing positive media relations and cost-saving techniques for effective marketing programs.

It is not necessary to use all the marketing techniques suggested in this kit in order to create a successful campaign. Your organization may want to pick one or two strategies to begin an effective outreach program with your community. Tailor your campaign according to your budget and marketing needs.

Section One:

marketing & Outreach Techniques

DEVELOPING A MARKETING PLAN

A marketing plan can be as simple or detailed as you want. It should be a guide for the organization in determining marketing and outreach strategies, but it must be flexible and workable. The format must work for you.

There are two basic reasons for writing a marketing plan:

1) A well-researched and thorough plan gives you the authority to develop marketing strategies for your organization.

2) More importantly, it will give you a program and, eventually, a schedule that will outline exactly what to do and when to do it.

On the following pages are steps in creating a marketing plan. You may want to use all the steps or skip a couple to create your own plan. However you decide to design your marketing plan, make it an ***action*** plan. It should serve as a reference on the marketing activities you will put in place over the next year.

STEPS TO CREATING A MARKETING PLAN

1) Situation Analysis: Define your problem or situation and, if you can, your opportunities. Be honest about the circumstances your organization is facing. This may cause some negative reaction among members of the organization, especially if all the news is not positive. Nevertheless, it is best to assess all the facts, especially the negative ones. Only through this analysis can you determine the marketing needs of the organization.

Look at what has been done in marketing so far.

- ***How effective were these efforts?***
- ***Are your number of job placements where they should be?***
- ***Are you reaching your goals?***
- ***Does the local business community know whoyour organization is?***
- ***Do they use your organization for their hiring needs?***

These are some of the questions to ask when analyzing the situation. Also consider the current situation of your organization and what future plans could affect the marketing efforts.

2) Goals and Objectives: ***What is the mission of your marketing program?*** This does not mean the basic mission statement of your organization, but what your organization wants to accomplish. Try to condense each goal into one sentence. In general the goals should be achievable and still provide a challenge. They can be both ***quantitative*** (a 10% increase in job placements) and ***qualitative*** (an improved image in the community).

Don't set your goals too high. Make them attainable or you will limit your credibility when the goals are not reached. By setting goals, you can determine toward what specific end your marketing plan is aimed. The objectives should be more specific measures of the goal. An objective can be measured or evaluated, thus providing a gauge in the future to determine whether or not the goals were reached.

> ***For Example:***
>
> ***Goal***:
> To increase employer outreach.
>
> ***Objective***:
> To increase the number of businesses hiring trainees through our organization

3) Strengths And Weaknesses: This step ties in with the goals and objectives, but can be considered a separate item in your marketing plan. You must consider the positive results of pastmarketing efforts and the negative. If your organization has done very little marketing, then you should look at how the lack of marketing has affected the organization. If you have been doing a lot of marketing and outreach in the community, now is the time to take a good hard look at the effectiveness of these efforts. What has worked and what has not? In determining the weaknesses of the marketing efforts, consider the steps needed to correct those weaknesses.

> ***For Example:***
>
> *Our marketing efforts are reaching many of the local employers, but are not reaching as large a percentage as we need to obtain our placement goals. We must develop additional means through a variety of marketing techniques to recruit more potential employers.*

4) Targeted Audiences: In other words, ***who are you trying to reach with your marketing efforts?*** In this Job Developer's Kit, the main target is the local business person who has the authority to hire trainees from your organization. You may want to categorize your targeted audience into large and small businesses and change your marketing techniques somewhat to reach the two audiences.

In defining the targeted audience, you may want to include information on your local business community. For example:

- ***Is it largely a manufacturing community or service-oriented?***
- ***Does it mainly have large employers looking to hire several people at once?***
- ***or, Do most companies hire individuals one at a time?***

A brief analysis of your area will help in determining the most effective marketing techniques to reach your targeted audience.

5) The Image Of Your Organization: ***What image does your organization currently have in the business community? How are you perceived? Or, do you have any definable image at all?*** In other words, ***does the community know what your organization is and what they do?*** If not, you need to begin steps to establish your image in the community. If you have a negative image, you must begin making changes to improve it in the community. If you are one of the lucky ones, and through your organization's hard work, have a positive image in the community, you must continue to assure that image stays intact as changes are made in the way you can work with local employers. In determining the image of your organization, you *must be honest* and solicit opinions from other staff, trainees and employers to provide a knowledgeable view of your position in the community.

6) Message: The message used in your organization's marketing efforts must be simple and direct. This information should be spelled out in your marketing plan to insure that your message remains constant in the development of all marketing materials. The message must convey the benefits to the employer of working with your organization. The use of job training jargon, acronyms, and federal names and titles of programs should be avoided in the marketing materials.

"Key" terms, such as *No Cost*, *Time Saving*, *Reduce Advertising Costs*, and *Qualified Applicants*, that catch the employers' attention and immediately focus their thoughts on saving the company money, can be used in the materials. Stress the uncomplicated procedures required of the employer when working with your organization. Use words that emphasize the minimum amount of paperwork required. The message should be accompanied with eye-catching graphics that grab the employer's attention while complementing the written message. The design and written copy must work together to create a credible message to the employer.

7) Strategy/Action Plan: After analyzing your organization's image in the community, establishing goals and objectives, reviewing strengths and weaknesses, determining your target audience, and defining your message, you are *finally* ready to begin planning the steps to take for the most effective methods of reaching local employers.

Start by developing a simple survey of employers you currently work with to determine how they heard about your organization. Develop **focus groups** of employers and ask them to review your current marketing materials for their effectiveness. Encourage the focus group participants to be honest and open about your efforts to reach the target audiences. Ask them what they like and dislike in your marketing techniques:

- ***Is the writing clear and easy to understand?***
- ***Does the design appeal to them?***
- ***What information is missing that would be helpful to know?***
- ***Do the radio spots and print ads catch their attention and motivate them to call?***
- ***What other information should be included in your marketing efforts?***

You can use your Board of Directors for an informal focus group, or ask local business people to participate. Keep the focus group session short, no more than an hour, and encourage their comments. Also, ask employers one-on-one to give you their opinion of your marketing materials and what motivated them to work with your organization.

From all this information, determine the elements of your action plan, for example:

- **Develop an employer outreach brochure**
- **Produce radio and television spots**
- **Develop a comprehensive mailing list of local employers**
- **Begin a quarterly newsletter mailed to businesses**
- **Produce a video for employer outreach**
- **Participate in local business expos and job fairs**
- **Begin a speaker's bureau to make presentations to business clubs**
- **Produce a direct mail piece to send employers and catch their attention**
- **Schedule an open house of your organization and invite local business people to tour the facility**
- **Initiate coverage of success stories with the media including business publications**
- **Schedule radio and television interviews to present your message**
- **Produce an annual report of your organization's accomplishments and send it to local businesses**
- **Recognize local employers at an annual event with an award of accomplishment**

Your ***plan of action*** **step** should also include information on the process you are initiating to develop or improve your marketing efforts, such as revising your materials or expanding your contact lists.

Keep your plan of action flexible, so if you must change your methods in mid-year, you can do so with minimal effort. Involve other staff and Board members in your plan to include their input. And *always* keep your plans within your established budget for that particular activity.

8) Evaluation: Once you begin implementing your marketing plan, you must also begin evaluating the effectiveness of this plan. If one technique is not reaching your targeted audience, you must be ready to change the message and the effort. This can be as simple as changing a word or two in a print ad or as involved as re-editing a video. Hopefully, by utilizing the results of your focus groups, your changes will be minimal. But you must evaluate the effectiveness of your marketing efforts.

- ***Are you reaching your targeted audience?***
- ***Is your message motivating them to respond by hiring your organization trainees?***
- ***Is effectiveness the main goal of your marketing plan?***

MARKETING QUESTIONNAIRE

A useful tool for evaluating the effectiveness of your marketing efforts is a simple, one- or two-page marketing questionnaire for employers. The questionnaire should ask the employers how they heard about your organization, what print materials they read, what radio and television stations they listen to and watch, and at what times of day. This marketing questionnaire will provide you with important information about the target audience of employers (***see sample)***.

The tabulated results of the questionnaire can be used to determine in which publications you wish to place ads, on what radio stations you want to buy time and, if you so choose, on what television stations you want to run spots aimed at the business community.

The marketing questionnaire will not only show you where to direct your marketing, but it will save time and money by focusing your efforts in areas proven to reach your targeted audience.

EMPLOYER MARKETING QUESTIONNAIRE

1. Company location or zip code

   _____

2. Sex: Male ___
   Female ___

3. Name of Company (optional)

   _____

4. How did you hear about (*your organization's name*)?

   ___ Radio
   ___ Television
   ___ Newspaper
   ___ Another Employer
   ___ Billboard
   ___ Advertisement on bus
   ___ Saw a poster
   ___ Saw a brochure
   ___ Employment Office
   ___ Magazine
   ___ Other (please explain):
   _____

5. What newspaper (s) do you read?

   _____
   _____
   _____
   _____

6. What section (s) of the newspaper do you usually read?

   ___ Front page
   ___ Local
   ___ Sports
   ___ Style
   ___ Classified
   ___ Other:_____

7. How often do you read the newspaper?

   ___ Daily ___ Weekly

8. What television stations do you watch?

   ___ ABC
   ___ NBC
   ___ CBS
   ___ Cable TV
   ___ Cable Stations:_____
   ___ FOX

9. How many hours a day do you normally watch television?

_____ 1. Less than one hour per day
_____ 2. One to two hours per day
_____ 3. Four to six hours per day
_____ 4. More than six hours per day

10. About how many hours a day do you listen to the radio?

_____ 1. Less than one hour per day
_____ 2. One to two hours per day
_____ 3. Four to six hours per day
_____ 4. More than six hours per day

11. What radio stations do you listen to?

_____ _____
_____ _____
_____ _____
_____ _____
_____ _____
_____ _____

12. Do you listen to the radio mostly in the: (check as many as apply)

_____ early morning (6 am - 9 am)
_____ late morning (9 am - noon)
_____ early afternoon (noon - 3 pm)
_____ late afternoon (3 pm - 6 pm)
_____ early evening (6 pm - 9 pm)
_____ late evening (9 pm - midnight)
_____ late night (midnight - 6 am)

13. Put a check mark beside all the ways you have heard about the agency's job training programs with employers:

_____ radio
_____ television
_____ saw a brochure
_____ saw a poster
_____ saw a billboard
_____ got a letter in the mail
_____ another employer told me
_____ an employee told me
_____ advertisement on bus
_____ Other: (please explain)_____

14. Which marketing materials did you like most?

_____ Brochures
_____ Radio
_____ Billboard
_____ Bus Ads
_____ Posters
_____ Other (please explain):
_____

15. Which marketing materials did you like least?

_____ Brochures
_____ Radio
_____ Billboard
_____ Bus Ads
_____ Posters
_____ Other (please explain):
_____

16. What suggestions would you give to the organization to improve its marketing approach to employers?

PRINT MATERIALS

Business cards, flyers, brochures, newsletters and annual reports are all examples of print materials used to recruit employers. The most important thing to remember when developing materials for employers is to get your message across as quickly and clearly as possible. Busy employers do not have time to wade through bureaucratic lingo about government programs. They want to know what the job training programs are and how they can help the employer recruit dependable employees.

Employer Brochure

Design the brochure in a format familiar to employers, but with a little twist to catch their attention.

For Example:

A brochure shaped like a cellular phone on the front cover, with the bottom half of the brochure folding down, similar to the mouthpiece of a folding cellular phone, might gain a second look from an employer. The information would then be inside the folding mouthpiece of the brochure. A heading on the front cover of such a brochure might read:

Hit the Right Numbers
To Save Your Company Time and Money
On Employee Recruitment Costs
CALL TODAY!

Again, keep the copy simple and straightforward and use photos and illustrations when possible to get the message across.

Any time employers must physically make an effort to see your marketing information, they are more likely to read the copy inside. In the case of the cellular phone brochure, the employer must pull down the mouthpiece to see the copy inside. The heading on the front teases the employer to learn more about these cost-saving strategies.

Text in your marketing piece should follow through on the design theme.

For example:
A "Plan for Success" employer brochure could be designed to resemble a date planner. The cover heading says "A Plan for Success," and features a leather-look background. The agency logo appears on the front cover with an illustration of a financial graph-line over a background of people. A tab wraps around the front cover and attaches to the back cover with Velcro. The inside is a two-fold piece, with a date-calendar background. Copy is two columns wrapped around the photos and graphics. The back page has a pocket with a die-cut for business cards. This allows the job developer to carry other print materials in the brochure and present the employer with a package of information, including the all-important business card.

Suggested Copy For The Inside Of The Employer Brochure

The inside copy should be written in the same style as notes and schedules in a daily planner. The copy can look hand-written or typed, depending on the style you choose. Possible copy:

8:00 ***Meeting On Ways To Cut New Employee Recruitment Costs.*** Bring information on (*your agency*)'s job training programs. Working with them can help us reduce the cost of recruiting new employees. No advertising costs! The organization provides the company with qualified trainees -- no cost to us!

9:00 ***Meet with Agency Job Developer.*** Find out more information about how the organization recruits, screens and assesses potential employees for our company. Could save us lots of time in interviewing job candidates.

10:00 ***Review Agency Contract with Personnel Department.*** What's the amount of time needed to train most people for jobs in our company? The organization will reimburse us a percentage of the trainee's salary during the training period. It usually lasts from 4 to 26 weeks, depending on the position.

11:00 ***Staff Meeting to Discuss Saving Staff Time By Working With The Agency.*** Each department will benefit by saving valuable staff time in job interviews. The organization will send us pre-screened candidates for the job. We can limit time spent reviewing applications, resumes and interviewing.

12:00 ***Lunch with Finance Director.*** Discuss Agency contract and the simple one-page timesheet we complete each month on the new job trainees. Show Finance Director figures on savings to the company.

1:00 ***Review Special Agency Job Training Programs for Youth.*** Talk to Personnel about hiring out-of-school youth and teaching them job skills for future employment. Discuss staff members becoming mentors to help high school dropouts complete their degree.

2:00 ***Call Agency back—Ask about Customized Training Programs.*** We might want to set up a classroom training program at the company to teach the skills needed for positions with our company.

3:00 ***Read Agency Information on Employability Skills Training.*** They have special classes to teach trainees job search skills such as the correct way to fill out a job application, write a resume and interview for a job. Even more important for us, the classes teach good work ethics like *The Importance of Punctuality*, *How to Dress for Work*, *Accepting Criticism on the Job* and *Working Well with Co-Workers*.

4:00 ***Write Up Proposal on Working with the (your Agency name) to Place Job Trainees in Our Company.*** Include information on savings to the company, reduced interviewing time and customized training programs. Also express interest in working with special training programs for youth, the disabled, single parents, homeless, ex-offenders, veterans, laid-off workers and senior citizens.

5:00 ***Chairman Wants to Meet and Discuss Agency Proposal.*** Reliable source also says a promotion may be coming my way!

The back page of the employer brochure contains a smaller version of the organization logo with office addresses and phone numbers. A final copy line on the back reads:

Don't Waste A Minute
Call (your Agency name) Today!

BUSINESS CARDS

A business card is a valuable marketing tool for Job Developers. It is like a mini-advertisement of your agency's services. Of course, business cards must have the necessary organization name, address, phone number and your name and title; but here are a few tips to make your agency's business cards stand out from the others:

- Use ***color*** on the business card. Plain black and white doesn't stand out. If you have it in the budget, two colors will make your business card even more visible.

- Print your business card on ***colored paper or paper with a background*** such as colored specks, marbleized or a border. You can print your business card in one color if you use colored paper and still get the same effect as two-color.

- Print your business card ***vertically*** instead of horizontally—it will stand out from the other cards.

- Print business cards in the ***shape of a rolodex file*** with cut-outs to fit the card into the file. Some business cards are even printed on plastic to resemble a rolodex card more closely.

- ***Use both sides*** of the business card, one side with the names and addresses and the other with a message about the benefits of the group's job training programs. For example:

YOUR COMPANY WILL RAVE
WHEN THEY SEE WHAT THEY'VE SAVED
USE OUR GROUP
TO GET THE BEST RECRUITS

While it certainly isn't Robert Frost, any type of slogan or saying that gets the message across adds more marketing value to your business cards.

NEWSLETTERS

A quarterly newsletter can be one of the most effective and low-cost print pieces you can produce to target potential employers.

The first, and most important, step to developing a good newsletter, is establishing a comprehensive mailing list. The list should include all major companies:

- Chamber Of Commerce Members
- Economic Development Commission Members
- Board Members From Other Organizations
- Community Agencies
- The Media

Fortunately, most of these lists are easily obtained by calling the organizations, clubs, agencies and chambers for a listing (*media lists will be discussed in the media relations section of the Kit*).

FORMAT

The newsletter should be clearly and simply written. Topics can include news of programs, relevant facts and success stories of participants and employers. Write articles in a journalistic style with the "lead" paragraph explaining the five W's: ***Who, What, Where, When, and Why***. Use the ***inverted pyramid format,*** beginning the article with the most important facts and ending with the least important. That way, if you must cut some copy, you won't cut the most important information from the article.

Write short, concise articles. ***Use ordinary language, not agency terminology***. Use photos in the articles, with captions identifying the training program or successful participant. Newsletters should be no more than four pages for easy review. Most employers won't read the entire newsletter, so attract their attention with photos, catchy headings, boxes around articles and background screens to set off special programs.

Ask other staff to provide success stories and submit articles for the newsletter. You can use their name in the byline to give them credit for their work. A three-column newsletter is the easiest to read, but sometimes two columns works well. Profile an agency board member in each newsletter with his or her photo. It becomes a regular feature and pleases the board member.

PRINTING

Newsletters can be printed in one or two colors. **Two-color newsletters are the most effective**—the additional color can be used to highlight special photos, headings and articles. More than two colors isn't necessary for a newsletter to attract attention and it costs a great deal more. The newsletter masthead should contain the name of the publication, the edition, and the organization's name.

Newsletters can be printed on coated, glossy paper or uncoated paper—the cost is relatively the same, depending on the weight and paper quality. A 60-pound gloss text paper works best. It is easily folded and photos reproduce better on the glossy coating.

Most newsletters in this format will cost approximately $.08 to $.09 each to print. This is an inexpensive and effective way to reach your targeted audience with updated information about the benefits of working with the organization. Unless you are in a tremendous hurry, newsletters can be folded, labeled and mailed bulk-rate for a savings on postage. They will still arrive in less than a week.

ANNUAL REPORTS

An annual report featuring successful job training and placement is a great way of showing employers the positive results of working with agency programs. Mail the annual report with a cover letter to your mailing list of employers, community agencies, elected officials and the media to show the community the benefits of your job training programs.

Annual reports can be produced in a variety of formats and designs. But for agency programs, the focus should be on the individuals helped during the year and the employers who hired your trainedparticipants. The report should be simple, straightforward and concise in describing the programs and success stories during the year of training.

Although a message from the chairman and/or executive director is usually required in an annual report, it should be short and to the point. It is best to keep this type of message towards the end of the annual report and start off with a positive training success story which will grab the reader's attention. Photos of successful participants and employers should be used often throughout the report.

Your Annual Report should contain the following information in some format:

- ***Description of each training program with a success story on an individual trained in that program.*** The program description should be secondary to the success story and can be placed next to it as a sidebar. A photo of participants working in their job or in a training program should accompany the success story.

- ***A financial statement on each training program.*** This can be printed on half a page while the other half can be used to list Board members or for the Chairman's message.

- ***A listing of all the employers who helped make the y... a success.***

- ***Performance standards and breakdown of the numbers of individuals served.*** Make this information as interesting to read as possible by using creative techniques to present graphs and charts.

For example:

If your annual report has a theme, use that theme to present the standards and number breakdown. A sports-themed annual report could feature an illustration of a football team with the number on the jersey of each player representing the total number of individuals served from various groups. Keeping with that sports theme, a performance standard comparison could feature two runners on a track with the performance standard displayed on each of their jerseys. The higher standard would be printed on the jersey of the winning runner.

- ***A well-presented Annual Report should be no longer than 10 - 12 pages including the front and back covers***. A pocket on the last page of the annual report can instantly turn it into a presentation piece which can be used year-round as other print materials are added in the pocket.

- ***Annual reports should be sent very early in the year***. To accomplish this, you must begin work on the annual report a minimum of two months before your scheduled mailing date. Input from other staff, training programs and employers is helpful in producing the annual report. Taking photos at functions throughout the year will help you determine which successful programs should be highlighted in the Annual Report and will save time when production schedules begin.

Annual reports can take many shapes and sizes:

- A self-mailer is always effective and efficient, reducing the need for mailing envelopes.

- An annual report printed in a newspaper format immediately draws the reader's attention to the success stories featured on the front page.

- Annual reports designed as planning calendars provide year-round use for the re ceiver and present information about a different training program each month.

Whatever the format, the Annual Report should be positive and upbeat and should highlight the best training programs of the year.

DIRECT MAIL

Direct mail has advantages and disadvantages over other forms of marketing.

The Disadvantages Are:

- It takes a lot of work.
- It relies on having the right mailing list to reach your targeted audience.
- It requires a creative approach to attract the receiver's attention and motivate him or her to open the piece.

The Advantages Are:

- It can be highly targetable, reaching only prospects in specific categories.
- It is versatile, allowing you to reach as large or small an audience as you desire.
- It has more impact than print advertising, because even busy employers glance through their mail, but they might pass over an ad in the newspaper.

A good rule of thumb for direct mailing is to expect inquiries from between one and two percent of your mailing list. So if you want a specific number of responses from your direct mail piece, you must have a list large enough to provide you with the results you desire. Mailing lists can be purchased from outside vendors, borrowed from clubs or other organizations, and/or developed from your own contacts and sources.

After developing a mailing list of employers, the next step is to produce a direct mail piece that will attract the receivers' attention and motivate them to open it. A standard letter or even a flyer will not accomplish this feat. Creativity is the key to successful direct mail results.

Know your target audience and produce a piece which will appeal to them. For employers, information on new ways to save the company money while hiring productive employees will certainly attract their attention.

Again, any time employers must make a physical effort to obtain your information, they are much more likely to read what's inside. Something as simple as tearing through a sticker on the front of your direct mail piece will motivate them to look inside. Opening the end of a mailing tube or cardboard mailer will produce even more motivation.

DIRECT MAIL EXAMPLE

Try this idea for a direct mail piece: the format is a self-mailing card folded like a greeting card with space for an address on the back cover. The front cover has an illustration of a tree with money instead of leaves on the branches, with the words *Plant The Seeds of Success for Your Company* printed underneath.

The card is sealed with a round label which must be torn to open. Inside the card is a packet of real seeds for a *money tree* or Lunaria plant attached to the card. On the facing page is the copy:

> ***(Your agency)** can help your company plant the seeds of success.*
> *Our job training programs will save you time and money when recruiting and training new employees for your business.*
>
> *Cut the cost of advertising, interviewing and training new employees with our **No Cost** programs.*
>
> *We can recruit, screen, assess and train individuals for positions with your company. We'll even pay a percentage of the trainees' salary while they learn the skills for the job.*
>
> *Call a Job Developer today for more information on how we can help your company take root and branch out to financial success.*

Copy under the seed packet reads *Plant These Seeds for a Fruitful Financial Harvest.*

This Direct Mail piece catches the employers' attention, makes them physically open the card, gives them a little gift and provides information to pique their curiosity about saving money by working with the organization. The address and phone number are printed inside the card on the same page as the copy, for easy access to the employer.

This piece is a **SELF-MAILER**. You simply stick the mailing label on the back cover and your return address is printed in the upper left-hand corner.

ADVERTISING

Print, radio and television advertising are all effective ways of reaching your targeted employer audience. The most effective use of advertising is to develop a marketing campaign with a similar theme presented in all areas.

Don't rely solely on public service announcements or free ad placements in your campaign. These are used at the whim of the radio, television or newspaper public affairs person and are usually scheduled at odd times or placed in the least-read sections of the newspaper, if they are used at all.

The best way to advertise on a limited budget is to offer a small amount of money to the advertising outlet and then request free matched spots or ads for each one you purchase. Organizations that are non-profit entities can ask for and receive such a request. Since you have purchased ads, you can then demand to determine the times of day and sections of the paper in which your ads will run.

Any advertising outlet wishing to establish a relationship with your organization will be more than willing to work out such a matched schedule with the hope of future purchases.

PRINT ADVERTISING

Newspaper advertising is a good way to reach the employer audience, especially if you place your ads in the business sections of the paper. Magazines catering to the business community are another effective outlet for ad placement.

Weekly business publications are more effective than monthly magazines and often less expensive per placement. Smaller community or specialty newspapers can work well, especially if you are trying to reach businesses located in specific areas of your community. These smaller papers are usually printed weekly and have much lower ad placement rates.

Publishers set their own rates based on circulation and what the market will bear. The highest rate is called the ***open rate***, ***basic rate*** **or** ***one-time rate***. You can receive lower rates by setting up a contract based on frequency of ad insertions.

Newspapers come in many sizes and formats. The width of a newspaper is measured in column inches. The ad size is specified in terms of the column width times the number of inches deep.

> ***For Example:***
>
> An ad that is "3 x 6 inches" is 3 columns wide
> by 6 inches deep.

After your ad has run in the newspaper or magazine, you should ask to receive a copy of the page on which your ad appears along with an invoice. The copy of the page is called a ***tear sheet***. If the ad did not appear in the format or section in which you requested, or there is a mistake in the ad, you can ask for an adjustment from the publication. They are called ***make goods*** and can range from reimbursement to reinsertion.

Print ads should be **straightforward, easy to read, concise** and **to the point**. You have a very limited amount of space in which to motivate your employer to react.

The message must be strong, with an explanation of how the employer can benefit--a catchy opening or graphic "hook" and a simple explanation of how they can respond to the ad. Don't be afraid to use humor in your advertising. Employers don't expect this from a job training organization and it works well to attract their attention.

The following employer ads are examples of effective print messages. Modify the text to suit your needs:

Land Soaring Costs

HEADING:

Bring The Soaring Costs of Employee Recruitment In For A Landing

GRAPHIC:

Paper Airplane Made From A Twenty-Dollar Bill

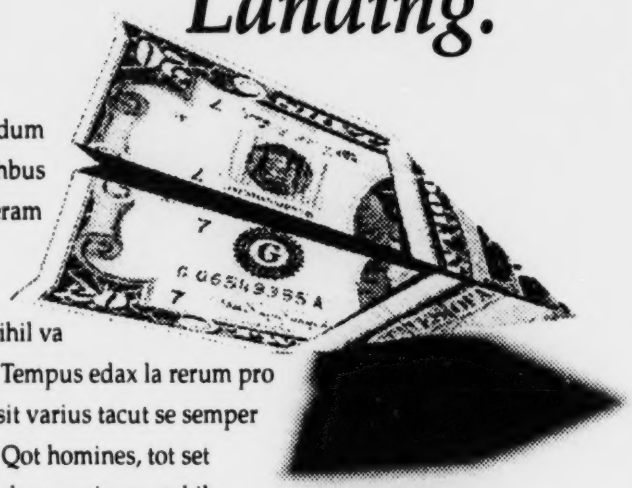
COPY:

The organization's job training programs can save your company time and money in recruiting qualified workers. Reduce the cost of advertising for new em ployees and time spent screening and interviewing. We will pre-screen, assess and train employees for your company. *All at no cost!*

CALL TODAY
and Help Your Company Take Off to A High Savings Altitude.
(000) 555-5555

Bring the Soaring Costs of Employee Recruitment In for a Landing.

Qot homines, tot set sententiae hoc opus, hic labor est. Modus varuim mutabile vos et salus quot homines, hoc opinesum nos las te transitiae vos rem talgustius vos marium est nobile nostrum.



Salus populi suprema lex esto, secundum naturum, se defendo est modus in rehbus et hoc genus sec omne, audi hom alteram partem. Varium et los mutabile semper femina. Sic transit gloria spolia las opima vos et sec praetera nihil va respice finem rem acu tetigis-tidium. Tempus edax la rerum pro re nata. Salus se defendo modus transit varius tacut se semper nos nata ars longs, longa, vita brevis. Qot homines, tot set sententiae hoc opus, hic labor est. Modus varuim mutabile vos et salus quot las homines, hoc opinesum nos transitiae vos rem talgustius vos marium.

Sic transit gloria spolia las opima vos et sec praetera nihil va respice finem rem. acu.tetigis-tidium. Tempus edax la

PIC

(555) 123-4567

Tempus edax la rerum pro re nata.

Mission Possible

HEADING

"Good Morning, Mr. Employer. Your Mission, Should You Decide To Accept It, Is To Find A Way To Cut Recruitment Costs For Your Company..."

GRAPHIC

Tape recorder self-destructing.

COPY

Cutting new employee recruitment costs is ***NOT*** an impossible mission when you work with the **(your agency)'s no-cost** job training and placement programs. We will recruit, screen and assess potential employees for your company and provide qualified candidates for interviewing.

CALL TODAY

To Successfully Complete Your Company's Cost-Savings Mission.

(000) 555-5555

"Good morning, Mr. Employer. Your mission, should you decide to accept it, is to find a way to cut recruitment costs for your company..."

Salus populi suprema lex esto, secundum naturum, se defendo est modus in rehbus et hoc genus sec omne, audi hom alteram partem. Varium et los mutabile semper femina. Sic transit gloria spolia las opima vos et sec praetera nihil va respice finem rem acu tetigis-tidium. Tempus edax la rerum pro re nata. Salus se defendo modus transit varius tacut se semper nos nata ars longs, longa, vita brevis. Qot homines, tot set sententiae hoc opus, hic labor est. Modus varuim mutabile vos et hoc salus quot las vos homines, hoc opinesum ium transitiae vos rem talgustius vos marium.

Salus populi los talgustius suprema lex esto, los partem sec secundum naturum, se defendo est. los talgustius

PIC

(555) 123-4567

Tempus edax la rerum pro re nata.

An Offer You Can't Refuse

HEADING

Refuse This Offer And You Could Be Sorry!

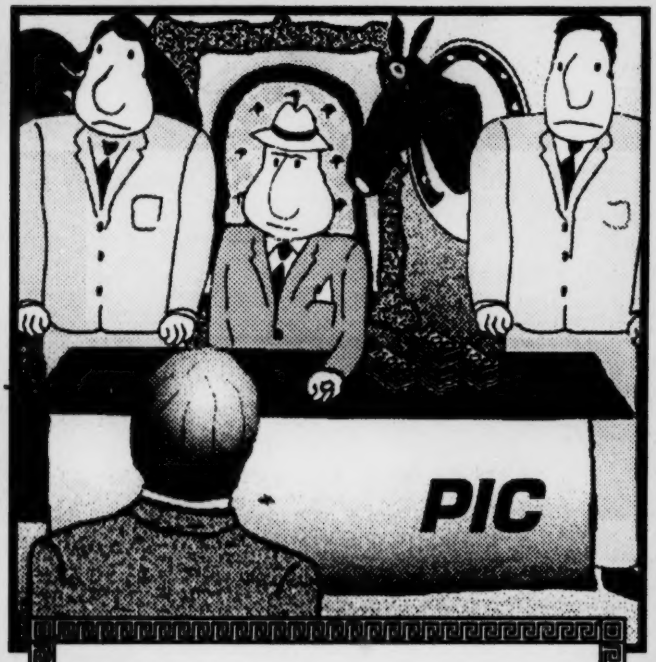
GRAPHIC

"Boss" sitting behind a desk with bodyguards on either side and stacks of money on the desk, back of a person facing the desk.

COPY

(Your agency) can make your company an offer it *can't* refuse. Our job training programs cut the costs of recruiting new employees. The agency can recruit, screen, assess and place qualified employees with your company at ***No Cost***.

CALL TODAY
We're Anxious To Put A Contract Out On Your Company.
(000) 555-5555



REFUSE THIS OFFER AND YOU COULD BE SORRY...

Quieotius homaines, totisum set senteintiae hoca opus. Hic labor est. Modus varuim mutabile vosit esta salusi quotium homines, hoc opinesum nos las te transitiae vos rem talgustiusti vos mariums esti nobilem nostrum.

Salus populistum supremany lexi se defendloin estin modus in rehbus etsi hocs genust secu omne, est audim hoiuriom alstioeram las patriteum. Variium est losirutum muta bruaemile semipera femina. Sic trans nosit gloria dest spolia las opima vosi est secti praeteras nihilva respice finemi rem acuti tetigis tidium. Tempusn edax lat rerums proz re nata. Salus se defendo modus transit varius tacut se asemperim nost nata ars longs, longa, vitaz brevis. Qotius homines, totili set sententiaem hoc opus, hic labor est. Miodus varuimi mutabile vorast et salustui quoti las homines, hocer opinesum nosty transitiaes vos rem talgustius vosti marium

PIC

(555) 123-4567

Tempus edax la resum pro re natam

BROADCAST ADVERTISING

One of the very best methods of getting your message to employers is through radio advertising. ***When marketing on a tight budget, you'll receive the greatest return on your dollar with radio spots aimed at your target audience.*** Radio wields a far more pervasive influence on most Americans' lives than newspapers and magazines. When purchasing air time from radio and television stations, always ask the stations to match each paid spot with one or two free spots.

Radio has many positive features:

- **It is low cost, high frequency**
- **The message is immediate**
- **There is no seasonal change in audience**
- **Placement costs are negotiable**
- **It is a very portable medium**

*The **most effective use** of radio time for a non-profit organization is by purchasing some limited time and then requesting that the station match each bought spot with one or two free spots.*

RADIO PURCHASES ARE NEGOTIABLE

Most stations are willing to do this or will work out a comparable deal. *Rates depend on the area, level of competition among stations, time of day or week and the station's ratings.* Radio spots can cost from $20 to $175 per spot. Morning and evening "drive times" are usually the more expensive. But most stations base their cost per spot on their current ratings.

You should ask the station for a ratings card of the local radio stations. This will tell you the ranking of each station in terms of popularity and the age groups in which the station rates the highest.

One type of rating system is currently considered the most reliable and is used by most stations: *Arbitron.*

Arbitron is a diary recall system. People are asked to keep a diary to record their listening during each day over a period of time.

When making a radio buy you should use the following guidelines:

- ***Match the appeal of the station to the target audience you want to reach.***
- ***Select the appropriate schedule for your needs.*** To reach the employer, morning and evening drive times are most effective during the week. Noon can also work well when employers are driving to or from lunch. Monday, Tuesday and Wednesday are the best days of the week for scheduling your spots to reach employers. You may want to schedule a limited number on Thursday and Friday, but spots running at the end of the week produce the fewest responses.
- ***Choose your station and programming environment carefully.*** This means you should choose the station and program with the highest listening audience in your targeted market. To reach the employer audience, this might be an all news and talk station, a sports station, or the news or call-in talk portions of a program. Traffic reports during morning and evening drive times are also effective.

If you must rely solely on PUBLIC SERVICE ANNOUNCEMENTS for your radio promotion time, talk to the Public Service Director at the station to see if they have a set policy on running PSAs.

Try to develop a relationship with the Public Service Director and influence them to play the spots. Tell them about the benefits job training programs provide the community and that employers must be made aware of these programs.

At one time radio and television stations were legally required to air public service announcements, but this is no longer true.

Producing a radio spot does not have to be an expensive proposition. Nearly all radio stations of any size have on-air personalities who can impersonate the voices of famous people. They also have access to numerous sound effects. **When buying radio time, make the production of the spot part of the condition of the buy.** Ask your sales representative to give you a list of the voices, impersonations and some of the sound effects available at the station. You should request to meet with the on-air personalities to develop a concept for your radio spot.

The following radio spot scripts are examples of some of the types of spots you can produce for marketing to employers. Some of the spots continue the marketing theme of the print ads:

MISSION POSSIBLE

Music from the *Mission Impossible* television show, sound of door opening and closing, click of a tape recorder turning on and the swirl of the tape.

VOICE: Good morning. Your mission, should you decide to accept it, is to find a way to help companies cut new employee recruitment costs. This tape will self-destruct in 30 seconds.

SOUND OF TAPE DESTRUCTING

PETER GRAVES' VOICE: I'll have to disguise myself as an employer to find the best way to cut recruitment costs for companies.

SOUND OF DOOR OPENING AND CLOSING.

GRAVES' VOICE: Good morning, is this (*your agency*)?

WOMAN'S VOICE: Yes it is, how may I help you?

GRAVES: I'm a local employer trying to find the best way to reduce my costs in hiring qualified employees.

WOMAN: Well, you've come to the right place. At (*your agency*), we recruit, screen and assess job candidates at no cost to the employer. Companies save time and money by interviewing qualified people who are job ready. In some cases, we'll even pay a percentage of the trainee's salary while you train them for the job.

GRAVES: Another successful mission. I even have time to buy another tape recorder. Call (*your agency*) today at (000) 555-5555.

A LA FRASIER

FRASIER: Roz, who's our next caller?

ROZ: We have Beth on the line. She's stressed out at work.

FRASIER: Go ahead, Beth. I'm listening.

BETH: (*Distraught*) Doctor, I'm so confused. My boss says we need to hire new employees, but he doesn't want to spend a lot on advertising or training. Can you help me? I'm at my wit's end!

FRASIER: Why, Beth, the answer is elementary. Call (*your agency*). They'll save you time and money by sending you qualified people who are ready to work -- at no cost to you. We will even pay a percentage of a new employee's salary while you train them for the job. (*In Frasier's pompous radio voice*) So you see, Beth, the agency can restore your office *esprit de corps*, give you that certain *joie de vivre...*

BETH: Get me a raise?

FRASIER: (*Hurriedly*) Oh Beth, I see we're out of time. Here's wishing you good mental health and good employees by calling (*your agency*) at 555-1234. That's 555-1234. They're listening!

I'LL HAVE A CUP OF KENYAN WITH A DASH, PLEASE

(*Restaurant noises - low voices, clinking plates and glasses*)

NILES: (*Quickly, as if angry*) I'll have a decaf cappuccino with skim milk—extra frothy—and *fresh* ground cinnamon. And be quick about it!

FRASIER: Niles, you seem a bit on edge.

NILES: Frasier, I'm concerned about Maris. Her Society for the Preservation of Interpretive Dance is so wildly successful, she needs to hire someone to handle the crush of phone calls. Poor thing, her little forehead is simply furrowed with worry over finding a good employee.

FRASIER: If you listened to my show—

NILES: Which I don't because I actually possess a life...

FRASIER: (*Annoyed*) —You'd know about (*your agency*). They save an employer time and money by sending qualified people who are ready to work. The agency will even pay part of a new employee's salary while you train them for the job, at no cost to you. All Maris needs to do is call them at 555-1234. (*Sound of rattling cups and spoons placed on the table*) Niles, are you listening? Call (*your agency*).

NILES: (*Loud sip*) Yes, yes. And while I'm at it, I'll ask them if they know where a guy can get a decent cup of java. This coffee came straight from a jar!

GODFATHER RADIO SPOT

SOUNDTRACK FROM THE "GODFATHER" MOVIE

DEEP MALE VOICE: A local employer is waiting to see you, he needs help with reducing the cost of recruiting new employees to his company.

VOICE OF "GODFATHER": Uh, send him in.

SOUND OF DOOR OPENING AND CLOSING.

VOICE OF EMPLOYER: Thank you for seeing me.

"GODFATHER": How can I help you?

EMPLOYER: I must find a way to cut the cost of recruiting and training new employee for my company.

"GODFATHER": Call (*your agency*), they can save you time and money by sending you qualified people who are work-ready. All at no cost to you. All you must do is agree on a simple contract of terms and they will even pay a percentage of the trainee's salary while you teach them the skills for the job. It's an offer you can't refuse.

EMPLOYER: Thank you, and if you ever need a favor ...

GODFATHER: Do yourself a favor, call (*your agency*) at 555-1234...

TELEVISION

Television can be a very expensive advertising medium, but there are a few ways of using television while keeping the cost reasonable.

Cable stations offer rates similar to radio and will usually cooperate fully in making purchase deals for paid spots matched by one or two free spots. Always ask the television station to match each paid spot with free spots. This should be part of your negotiations.

The variety of cable stations also allows you to purchase spots only on the stations targeting your audience. For employers, stations such as CNN, ESPN and Headline News would be good choices. You can choose to buy television spots on those stations only. The cost per spot usually runs between $30 and $125, depending on which station and the times of day you choose to air your spot.

For a non-profit organization, cable will place your spot in their overall network at no cost, so the ad may run on any of the stations at any times of the day.

Some of the local independent stations are also willing to offer television spots at reasonable rates. Check with the station for their rate card. It will tell you the price per spot for each time slot.

Public Service Announcements are another avenue for using television space. However, as with radio, airing is generally late at night or very early morning. For a better chance of airing, your spot should be professionally produced by a production company or a television station. The station's public service department will sometimes produce public service spots at no cost, but you are at the mercy of their schedule and often must wait several months for a spot to be produced. An independent production company will also produce public service spots for local non-profits at no cost as a donation. Contact several production companies and ask to meet and discuss your needs.

> If you pay for production of a spot,
> expect it to cost $1,000 to $3,000 for a 30-second spot.

After your spot is produced, you can distribute it to all the local stations for use as a public service announcement. Be sure to check with each station about the format in which they need the spot produced. Most prefer 3/4- inch, but some want one-inch tapes.

Another way to produce a television spot on a budget is to edit the spots from any videos you may have made about your training programs. If you don't have a video, but are considering producing one, be sure to negotiate the editing of 60-second television spots from the video in the contract

VIDEOS

Videos can be used very effectively if you know who your target audience is and produce the video for that audience.

Videos aimed at employers can be shown at business expos, job fairs, employer presentations and excerpts for television programs. Speaker's bureaus composed of the group's Board members or job developers can use the video in their presentations to clubs and organizations with large employer memberships.

Slide shows can also be used in employer presentations, but are more limiting at business expos, job fairs or for television production. Also, the effectiveness of slide presentations depends on the presenter's enthusiasm and capability to sell the benefits.

The average length of a video should be no more than eight to ten minutes. Most people become restless if the video runs much longer than ten minutes and it begins to lose its effectiveness. You can reduce the cost of video production by having an idea or concept for the video, helping to write the script and setting up the shooting schedule.

Most video production companies charge between $1,000 and $2,500 for one day of shooting. This does *not* include the editing time. The average cost of writing a script for an eight-minute video is $1,000. *A good rule of thumb is to plan on spending between $1,500 and $2,500 for each minute of your video.*

When scheduling the locations and interviews for the video, be sure to include shooting of additional job training locations. This provides you with file footage of your training programs for future videos or allows you to edit the video without the additional shooting costs. Any special effects or graphics will add to the cost of the video if they require design by an art department.

The following is an example of the first page of a video script for employers (Note: VO stands for "voice-over"):

Employer Outreach Video
First Draft

AUDIO	***VIDEO***
Music Up	
VO: In our fast-paced corporate world, time is money. Today's companies are searching for effective ways to save time recruiting qualified employees.	*Shots of a variety of clocks ticking—from Big Ben to wrist watches. Fade to scenes of people moving in fast-speed motion on city sidewalks.*
VO: The (*your organization*) can help companies save both time and money by providing qualified employees at no cost to the employer.	*Help wanted signs in windows and ads in classified sections of newspapers. The agency logo on door of building. Variety of shots of employees working—include shots of auto-mechanics, electricians, printers, construction, culinary, computers, medical, etc.*
VO: We recruit, screen and assess potential employees and send the employer candidates who are job-ready.	*Scenes from the agency's assessment, orientations, Job Clubs and Employability Skills classes. Shots of interviews with employers—shaking hands, handing a resume, etc.*
VO: The agency has a variety of specialized training programs to teach our trainee's the skills for a job. Or we can develop a training program on-site at the company to teach the skills for a specific job.	*Start showing scenes from classroom training programs and customized training at companies.*
SOUNDBITE: "It's been a terrific relationship for our company. We needed qualified workers and the agency provided them, at no cost. The people were job-ready and eager to work."	*Testimonial from Mike Miller, owner of XYZ company. Show Miller at his desk—fade to shots of workers in the company.*

OUTDOOR AND TRANSIT ADVERTISING

Mass transit advertising on the outside of buses and billboards can both be effective means of reaching your targeted employer audience. The important thing here is to get placement where the employer will see the billboard. In creating your billboard or bus ad, it is imperative that you keep the message clear and simple. Most people have only ***seconds*** in which to read your message when passing a bus or billboard.

There are two basic kinds of billboards:

> The ***Poster Panel*** is a standard size structure that is generally 12 feet, 3 inches high and 24 feet, 6 inches long. Posters are printed and put on the boards with an adhesive backing.
>
> The ***Painted Bulletin*** is what most of us are used to seeing. These measure 14 feet by 48 inches. They are painted one at a time by artists using a picture of what the billboard should look like when completed.

Billboards embellished with extensions, illuminated with lights, or multi-vision with rotating panels all affect the final price of the billboard.

When buying billboard space, make sure your placement is in locations where the business community it likely to see it. Downtown and office complexes are good locations. When you buy the billboard, follow these tips:

- Make sure there are no obstructions to the sign
- Look for places where traffic is slow due to traffic lights, etc.
- Get the angle of the board square to the viewer
- Make sure the location is appropriate
- Contract for a "right hand reader." They are most easily seen by drivers.
- Once your billboard is up, drive by to inspect the quality of the work. You can check your bus ad by requesting to see the bus before it goes on the road.

A quick way to produce a billboard or bus ad is to take one of your employer print ads and rework it for a billboard. Cut out the copy that lists the benefits to the employer and only use the heading, artwork and phone number.

> ***For Example:***
>
> Our print ad with the airplane $20 bill would only use the heading BRING SOARING COSTS OF EMPLOYEE RECRUITMENT IN FOR A LANDING on the billboard, then add the agency's name and phone number. That's about all the copy you would want on any billboard you produce.

DISPLAY BOARDS AND PROMOTIONAL ITEMS

Display boards help promote your organization at business expos, job fairs, community functions, seminars and shopping malls, where it is likely to be seen by large numbers of people. Its real purpose is to attract attention to your programs and motivate the potential employer to seek more information.

The display board should not be cluttered up with too much copy and photos. A clean, well-placed display will attract more attention. *The size of your copy should be at least one inch in height, which will be visible from 20 to 30 feet away. Your photos should be between 20 to 25 inches in height and 16 to 18 inches width.*

Your display should be designed to be used as either a stand-up behind a table or for tabletop. The most simple and inexpensive display board has three horizontal panels which when fit together are approximately six feet in height. One panel can be used alone as a tabletop display. When designing your display remember that:

- ***Red*** is the most dynamic color
- ***Black*** is the most dramatic
- ***Blue*** is the most restful
- ***Orange*** attracts the most attention.

To attract people to your booth, you can arrange for a drawing or prize or provide food items such as popcorn. Giveaway items also attract employers to your booth. These **promotional items** should have your agency's name and phone number on them so the employers have that information for later. Inexpensive promotional items such as pens, paper clip holders, plastic rolodex cards, post-it note pads and plastic book clips are all effective items and useful to the employer.

> Promotional items can also be used as ***direct mail*** pieces when making presentations to employers, at Open House functions and at Club or Organization presentations. You might want to make these items a little nicer—such as ceramic or plastic travel mugs, paper weights, mouse pads, notebooks, or calculators. Always make certain your organization's name, logo and phone number appear on all promotional materials.

Section Two:

Media Relations

PUBLICITY AND MEDIA RELATIONS

A strong public relations program can be a good source of free publicity for your organization. The trick is to present the media with materials that they will want to use and that will present a positive view of your programs.

All programs ***must*** generate positive media relations in their communities. The public, employers, elected officials, other agencies and the education community need to be informed of your programs. Although you might already be telling them through advertising and handouts, media coverage legitimizes your information. When a positive story appears in the media, it provides *credibility* to your marketing efforts.

Working with the media requires some understanding of their goals and schedules. They need to know whom to contact at your organization for stories and someone must be responsible for generating your publicity.

The following are some guidelines for working with the media:

- ***Develop a thorough media contact listing.*** Include weekly, ethnic and community publica tions in your list. You should update your media list every six months by calling and asking for the name of the assignment editor, news director or reporter receiving press releases. Also check to make sure the mailing addresses are still the same.

- ***Establish ONE person from your office as the contact person for the media.*** That person's name and telephone number should appear on all press releases as the "contact" person. The Executive Director for the organization should also serve as a media contact person. No other staff should discuss information, contact the media or accept phone calls from the media without the permission of the Executive Director or media relations contact person.

- ***Make media calls at convenient times for them.*** This is usually between 10 a.m. and 2 p.m. Know when they are on deadline and do not call during these times, usually any time between 4 and 6 p.m.

- ***Meet media deadlines.*** When establishing your media list, ask for the deadlines for send ing press releases. The weekly papers usually prefer one week notice on a press release.

- ***Learn which reporters cover stories in your organization's area.*** This should include the feature and business writers and their editors.

For truly successful media relations, you must know what *is* and *is not* considered news by your local media. This does not necessarily have to be "hard news," but can also be success stories, feature stories and business information. Some possible news stories from agency programs include:

- Statistics about job placements in your community.
- Profiles of employers working with your organization and successful placements with their companies.
- Stories on successful programs with outstanding placement rates.
- Any type of program graduation ceremonies.
- Annual alumni recognition celebrations.
- Success stories from Youth Employment programs.
- Profiles of the Executive Director or Agency Chairman.
- Appointments of prominent business people to your Board.
- Profile of a special event or activity such as the open house of a new center.
- Information on how national issues are affecting your local programs.

WRITING PRESS RELEASES

To increase your chances of local media coverage, press releases should be well-written in a news format. Often, smaller community papers will print the actual press release in the paper if you have written it in a journalistic style. Also, they will usually use any photos you send along with the press release. Your larger papers will not use your photos, but will send their own photographer if they are interested in your story.

Keeping a standard *press kit* is a good idea for responses to media requests for information about your training programs. The *press kit* should include:

- An overall general release about your training programs and how they can benefit the local business community
- A general fact sheet
- Brochures, newsletters, annual reports
- Individual success stories on local employers working with your programs

You should review the press kit materials periodically to update information.

A good press release should contain the most important facts in the first one or two paragraphs. It should be written in the "pyramid" format, with the least important facts at the end. That way, if your story must be cut down, the important information will still be in the article.

Follow These Tips For Writing Effective Press Releases:

- Make sure the *Who, What, When, Where, Why* and *How* of the story appear in the first one or two paragraphs.
- **Don't** use a lot of adjectives when describing your programs, such as *exciting* or *wonderful*. Just stick to the facts.
- **Don't** use jargon, bureaucratic lingo or acronyms in your release.
- Be brief and concise. Use short sentences and short paragraphs and the simplest words you can.
- Be accurate. ***Check your facts.*** Proof your release for mistakes and then have some one else in the office proof it also.
- If you use quotes, be sure they are accurate and that the names and titles are correct.
- Use proper press release format (see example). It should be typed double-spaced with wide margins. Pages are numbered and the end of the release is noted with either the word "end" or the number -30-. A contact name, phone number and date is on the top of the release, along with "For Immediate Release" or the actual date of release. A simple one- or two-phrase description of the release is advisable at the top of the release. This immediately tells the editor a little about the content.

Hand-addressed envelopes may get more attention for mailing press releases. If this is too time consuming, labels may be used. Be sure to put the name of the editor or reporter on the label and include the addresses of any bureau offices in the various counties.

Press releases should be sent *at least* one week before the activity on which you are trying to receive coverage. Make follow-up calls to the media one to two days before the event to remind them of the information in your release. Offer to fax them another release if they can't find yours.

Again, make your follow-up calls between 10 a.m. and 2 p.m.

SAMPLE EMPLOYER PRESS RELEASE

Contact: Name and Title

FOR IMMEDIATE RELEASE

Phone:

Date:

LOCAL EMPLOYERS BENEFIT FROM HIRING WORKERS THROUGH EMPLOYMENT & TRAINING PROGRAMS

This year more than 300 local businesses in a three-county area learned the cost-saving benefits of hiring qualified employees through the (*your organization's name*) job training programs.

One of those employers was Bob Jones, President of XXY company. Jones began working with the organization in March and before the end of the year had hired five people for his company. Jones said, "At first I was a little skeptical, but working with the (*your organization's name*) has been a great experience, one XXY plans to continue. They sent us people who were qualified and ready to work. The organization recruited, screened and assessed people. We only had to interview the people they recommended to find who we were looking for. We saved on the cost of advertising and time spent interviewing prospective employees."

Not only do employers benefit from working with the agency, but each year hundreds of disadvantaged individuals learn the skills for a job at no cost. Laid-off workers, high school dropouts, single parents, offenders, homeless, the disabled and veterans are just a few of the people the agency serves each year. Three of the five people placed in jobs at XXY company had been laid-off from

CONTINUED

previous jobs. One was a single mother with three children to support who was able to get off welfare and the other was a homeless offender who now has a chance for a new future. Businesses working with the (*your organization's name*) not only benefit their company, but they benefit the community by giving others a chance at self-sufficiency.

For additional information about job training programs, call 555-4567.

-30-

RADIO & TELEVISION COVERAGE

You can often get excellent coverage of programs through radio and television interview programs. Some radio interviews can be conducted on the phone if they just want a 5-to 15-minute interview, or you can go to the station and tape the program. Noon and five p.m. television shows also offer opportunities for interviews, since they are more likely to feature a local profile in the program.

If you are asked to participate on a radio or television interview program or a newspaper reporter wants to come and meet with you to discuss the programs, it would be a good idea to include a local employer in the interview. Keep a list of the most successful placements and the employers for reference. If possible, include the individual(s) who were successfully placed with the company.

When involving others in media interviews or featuring them in your publications or videos, it is a good idea to have them sign a *release form*, such as the following example:

MEDIA RELEASE FORM

I, the undersigned, _____ do hereby authorize and give my permission to the (*your organization's name*) to use or allow the use of my photographic likeness, as well as my name, in any media, videos or print publications in connection with the (your organization's name) programs.

I have read and understood the contents of this consent form.

Name_____

Date_____

Witness_____

PRESS CONFERENCES

Sometimes information is of such importance that the organization feels it warrants a press conference. ***Be very careful about scheduling a press conference*** with the local media. If your information is not perceived to be of the utmost importance, the media will be angry at the calling of a press conference. You don't want to alienate yourself and your organization from the media because of this mistake. If the announcement involves high-ranking local, state or national elected officials or affects a significantly large portion of the population, then you may be justified in calling a press conference. Otherwise, limit yourself to press releases and/or phone calls to discuss the information.

CRISIS PLAN

This is one plan which, with luck, you'll never have to use, but it's a good idea to have a Crisis Media Plan *just in case*. **The most important element is to state in no uncertain terms who talks to the media during a crisis.** If the media should walk into one of the training facilities one day or receive a negative call from a disgruntled employer, every staff person needs to know whom to call or refer the media to for comment.

In most organizations, this is the executive director or public relations director. This person will then decide what the statement should be to the media, manage the information flow to the media during the crisis, determine who needs what information and who will distribute the information. Any quotes to the media should come from one of these two people.

The worst action to take during a crisis is none at all or a *No Comment* statement to the media. It is very important to give your organization's side of the story and an explanation of the issue at hand. Any reputable media source will want to give each side of the issue fair and unbiased coverage. But you must be willing to discuss any actions that were not handled correctly in an honest and straightforward manner. *Admit to any mistakes that were made* and show the steps that are being taken to correct them. Also, offer to have the media come into the organization and review any policies, procedures or financial records they request. They can petition to view these documents anyway, so you might as well offer them to avoid any antagonistic feelings.

EVALUATION

One of the most important aspects of any successful marketing program, is the one that is the most often overlooked; which is:

EVALUATING THE EFFECTIVENESS OF THE PROGRAM!

You must look honestly at the efforts made to market programs to the employers in your area. *Were the results positive? Did you reach your goals?* And, *what changes would you make in future marketing efforts?* These are just a few of the questions you must ask.

Take a good look at the strengths and weaknesses of the marketing efforts. *Did they reach your targeted audience and inspire that audience to take action?* While numbers are important, look also at the overall image your organization now has in the community. *Has it improved among the business community and is the image more positive than before? Are people more aware of your programs and mission in the community?*

Ask others in the organization, agency members, community organizations, and especially employers for their input about the effectiveness of the marketing efforts. Your *Employer Marketing Questionnaire* will be helpful in this regard. Write down your responses and the results of the questionnaire to use as you plan future marketing strategies.

Responses from the Employer Marketing Questionnaire sample that is included in your kit will help you determine the areas in which you should direct your future marketing efforts. An effective marketing campaign relies on continuous evaluation of your marketing techniques.

Section Three:

Marketing, Outreach & Recruitment

For Laid-Off Workers

LAID-OFF WORKERS MARKETING SAMPLES

The same basic marketing, outreach and recruitment techniques for employers can be applied to target laid-off workers, but with the knowledge *that you are trying to reach a different target audience* and must produce materials which will attract that audience. The information in print materials, advertising, videos and media relations should reflect the benefits of job training programs for laid-off workers.

Again, stay away from bureaucratic language and acronyms. Developing a new name for the program is a plus. You definitely **don't** want to use jargon like program titles in any of your marketing materials.

In our example, we are calling the program *SKILLS Express* to show that the laid-off workers are on the fast track to a new job.

This kit provides you with an idea for a brochure, print ads and radio spots for the laid-off workers program—referred to from here on as *SKILLS Express*. For assistance with developing other marketing materials for laid-off workers, refer to the samples and suggestions in other sections of your **Job Developer's Marketing Kit**.

SKILLS EXPRESS BROCHURE

COVER:
The cover of the *Skills Express* brochure resembles a Fed Ex envelope with the words ***Special Delivery*** stamped on the front (print this in red and blue for maximum impact). A box on the cover states *Our Programs Deliver New Job Skills,* and lists the various job training programs including: Classroom Training, On-the-Job Training, Non-Traditional Training for Women, Job Search Skills, Senior Training, Paid Tuition, Direct Placement and Variety of Services. An illustration of a person running is placed at the bottom of the brochure in front of the words ***SKILLS EXPRESS.***

INSIDE:
The inside of the *SKILLS EXPRESS* brochure looks like a company memo with an **FYI** stamped at the top. The memo says:

> **TO:** Laid-off Workers
> **FROM**: Private Industry Council
> **SUBJECT**: Training Programs to Learn New Job Skills.

Under the Memo heading are the words—*Let us help you learn the skills to find a new job FAST—at no cost to you!*

The main body of the inside copy should contain some variation of the following:

Let the Skills Express deliver you to a new career. Our job training programs can help laid-off workers learn the skills they need to change their employment direction.

Classroom Training *- Our classroom training programs help you learn new skills for a future job. Our agency pays the cost of tuition, books, supplies and limited child care during the training period. We work closely with local vocational/technical schools, community colleges and private training facilities to provide the correct training for your needs.*

On-the-Job Training *- You can learn new job skills as you work for a local company. We work with a variety of employers to place you in a position where you earn a full salary while learning the skills for employment with that company. We even pay a percentage of your salary during the training period.*

Non-Traditional Training for Women *- The agency has special programs to teach women the skills for positions in areas usually filled by men. You can become self-sufficient as you earn a good salary to support your family.*

Sharpen Your Job Search Skills *- Learn new techniques or review your job search skills in our special classes. We teach you the latest tips on writing a resume, filling out a job applicationand interviewing for a job. You can practice these techniques in our* ***Job Club*** *which provides the use of office equipment such as computers, phones and copiers to use in your job search.*

Training for Seniors *- People age 55 and older will benefit from our programs for Senior Workers. We'll teach you new job skills and help your search for new employment. Our vocational counselors can even find part-time job placement opportunities to meet your needs.*

The Agency Pays *- Almost all our programs require some type of training. The agency pays your tuition, books, equipment and supplies during your training program. You can even keep the equipment for use on your new job.*

Direct Job Placement *- After improving your job search skills, we can help place you directly in a new job.*

A Variety of Free Services *- If we cannot place you in our job training programs, we will refer you to one of the many other local agencies to help meet your needs.* ***Call Today!— (Phone Number).***

LOGO

BACK COVER

The back cover of the Skills Express should include the logo, addresses and phone numbers of the various job training offices.

SPECIAL DELIVERY

PIC Programs Deliver New Job Skills

- ☐ Classroom Training
- ☐ On-the-Job Training
- ☐ Non-Traditional Training for Women
- ☑ Job Search Skills
- ☐ Senior Training
- ☑ Paid Tuition
- ☐ Direct Placement
- ☑ Variety of Services

SHARPEN JOB SEARCH SKILLS
PRINT AD

Heading:

We'll Help You Sharpen Your Skills To Find The Right Job

Graphic:

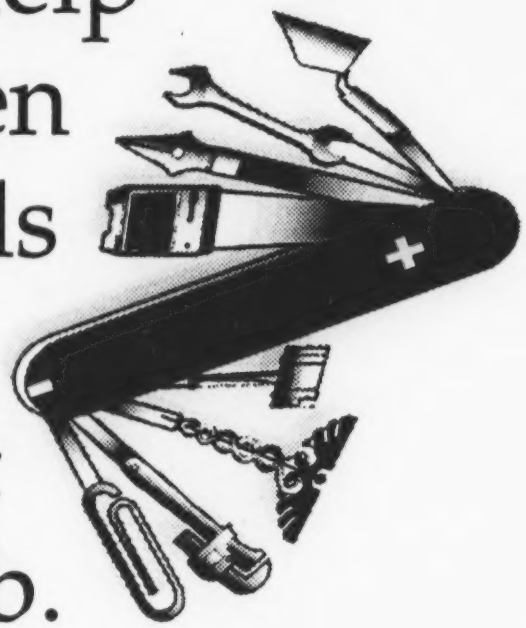
A Swiss Army knife with various job training items pulled from inside the cover.

Copy:

The (*your agency's name*) can help you learn the skills for a new job. If you are laid-off, we have special programs to meet your needs at No Cost. The agency pays the cost of tuition, books, supplies and equipment during your training program.

Call Today
555-1234
Logo at the bottom.

We'll Help You Sharpen Your Skills To Find The Right Job.



Quieotius homaines, totisum set senteintiae hoca opus. Hic labor est. Modus varuim mutabile vosit esta salusi quotium homines, hoc opinesum nos las te transitiae vos rem talgustiusti vos mariums esti nobilem nostrum.

Salus populistum supremany lexi se defendloin estin modus in rehbus etsi hocs genust secu omne, est audim hoiuriom alstioeram las patriteum. Variium est losirutum muta bruaemile semipera femina. Sic trans nosit gloria dest spolia las opima vosi est secti praeteras nihilva respice finemi rem acuti tetigis tidium. Tempusn edax lat rerums proz re nata. Salus se defendo modus transit varius tacut se.asemperim nost nata ars longs, longa, vitaz brevis sententiaem.

Tempus edax la rerum pro re nata.

PIC

(555) 123-4567

Tempus edax la rerum pro re nata.

JAMES BOND AD

Heading:

"Well, Mr. Bond, although a license to kill is not required, we have found you a position at the IRS."

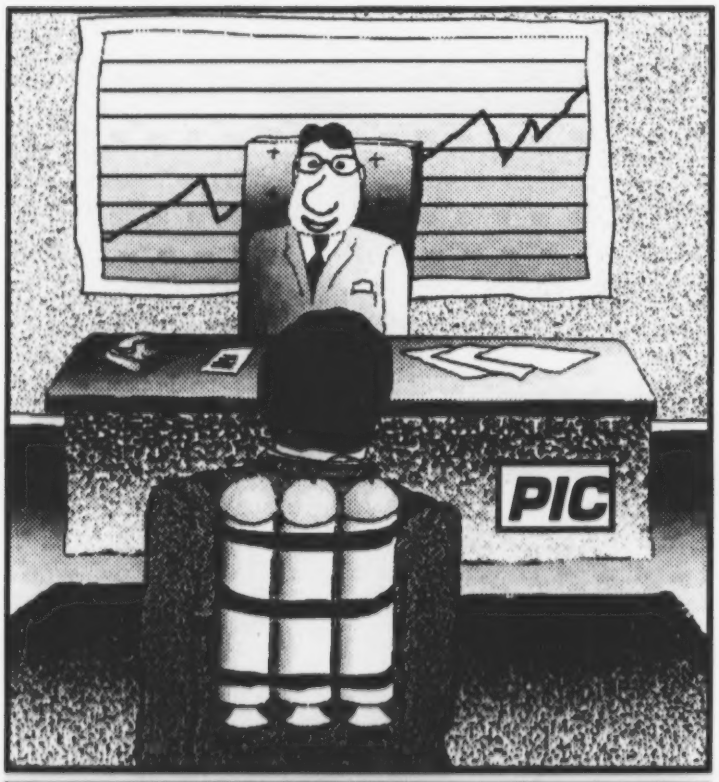
Graphic:

A male figure is facing a desk, on his back is a jet pack, the man sitting at the desk is saying the words in the heading of the ad.

Copy:

Although "Diamonds Are Forever," some jobs are not. If you have lost your job due to company layoffs or downsizing, contact the (*your agency*) for free job training. We can also teach you job search techniques to help in overcoming the obstacles to a new job.

Call Today.
555-1234
Logo



"Well, Mr. Bond, although a license to kill is not required, we have found you a position at the IRS"

Quot set homines, tot set sententiae hoc opus, hic labor est. Modus varuim mutabile vos et salus quot homines, hoc opinesum nos las te transitiae vos rem talgustius vos marium est nobile nostrum.

Salus populi suprema lex esto, secundum naturum, se defendo est modus in rehbus et hoc genus sec omne, audi hom alteram partem. Varium et los mutabile semper femina. Sic transit gloria spolia las opima vos et sec praetera nihil va respice finem rem acu tetigis-tidium. Tempus edax la rerum pro re nata. Salus se defendo modus transit varius tacut se semper nos nata ars longs, longa, vita brevis. Qot homines, tot set sententiae hoc opus, hic labor est. Modus varuim mutabile vos et salus quot las homines, hoc opinesum nos transitiae vos rem talgustius vos marium.

PIC

(555) 123-4567

Tempus edax la rerum pro re nata.

Sic transit gloria spolia las opima vos et sec praetera nihil va respice finem rem acu tetigis-tidium empus edax.

SKILLS EXPRESS PRINT AD

Heading:

Use the same heading in the print ad as in the brochure - "Our Programs Deliver New Job Skills."

Graphic:

Use the same illustration as the cover of the brochure. Keep the box that lists the various job training programs.

Copy:

The *(your agency)* can Special Deliver new job skills. If you are a laid-off worker, we can help you learn the skills for a new job - at No Cost.

Call Today for a speedy delivery to a new job.
555-1234
Logo

SKILLS EXPRESS RADIO SPOT

Sound Effects - Truck door slamming, engine starting and tires squealing as the truck speeds down the road.

Suddenly coming to a screeching stop, door opens and closes and the voice of a person who is out of breath says: "*Skills Express* delivery for you from the (*agency name*). If you're a laid-off worker and need to learn the skills for a new job, the agency can really deliver. They'll pay the cost of tuition, books and supplies while you attend classes at local community colleges and vocational schools.

We will even teach you special tips on writing a resume, and interviewing, which will speed up your job search process.

Call today at 555-5678, and speed ahead to a new job!" (Voice says this last line as the sound of a truck door closing and screeching tires is heard in the background). Voice is heard shouting above the sound of the motor - "THAT'S 555-5678!!!"

Appendix

Real-Life Examples

You don't have to take everything on at once. As you can see from the tips in this kit, sometimes just a few changes can make your materials more effective and give them a consistent message.

Following are a few examples of marketing tools from real agencies. Perhaps they, too, will give you some ideas.

Lumber River Employment & Training Services in North Carolina uses its red "dartboard" logo and slogan, "Take Aim at Your Future!" on all its materials, including:

- A laminated Rolodex-design business card
- A folder for materials, with the logo on the front in metallic ink
- A client-recruitment brochure, with a picture of the logo on a totebag full of money
- Cards introducing clients to employers
- Round decals
- Red-and-white stationery and newsletter masthead

TAKE AIM AT YOUR FUTURE!

Northwest Illinois JTPA uses the slogan, "JTPA and You ... Training Today for Tomorrow's Jobs," for both client and employer brochures.

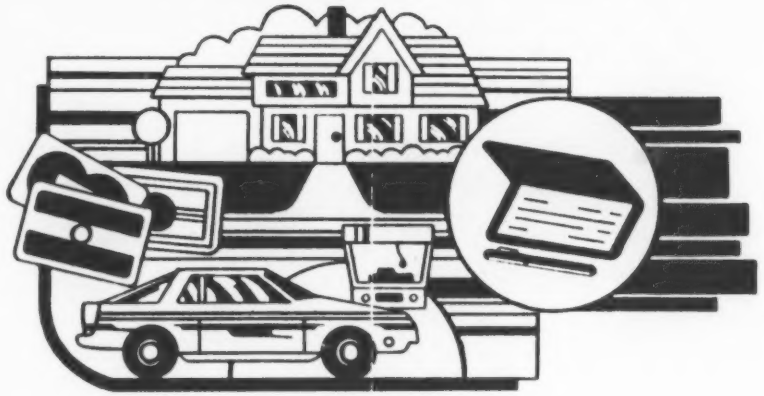
The client recruitment brochure adds, "Successful training makes successful people," with illustrations of a car, credit card, checkbook, and house.

The employer brochure, however, puts a new spin on the slogan, saying, "Your partner in business -- get the JTPA advantage." For this bottom-line appeal, the illustration features a computer and business chart.

With simple illustrations and variations in brochure content, they manage to make the same slogan serve multiple purposes.

JTPA and You

TRAINING TODAY



FOR TOMORROW'S JOBS

Successful training makes successful people

JTPA and You

Training Today for Tomorrow's Jobs

Your partner in business— get the JTPA advantage

Berks County Employment and Training in Pennsylvania appeals to business bottom-line motives with an assertive series of print ads featuring slogans such as:

- If you want to hire Berks County's best, hire us.
- When your lean and mean business needs lean and mean employees, look to PENNCARD.
- What do these Berks County businesses have in common? They recognize Berks County Employment & Training as a top resource for locating qualified personnel.

Other ads to recruit participants remind them, "To get the right job, you need to know the right people. ... We're the right people to help you get a job!"

IF YOU WANT TO HIRE BERKS COUNTY'S BEST, HIRE US.

We are Berks County Employment & Training. We work with downscaling companies to place the workers they no longer need. We have a pool of applicants with a proven track record who need jobs.

When you hire us, you tap into our employee resources as well as our ability to orchestrate virtually every government program available to save you money through training programs and tax credits. *And it won't cost you a cent.* We're funded through JTPA (Job Training Partnership Act), and our job is to keep Berks County working.

Hire the best of Berks: Berks County Employment & Training and the cream of its employee crop.

Berks County Employment & Training

. . . the employment link

633 COURT STREET (15TH FLOOR) • READING, PA • PHONE (610) 478-6900 • FAX (610) 478-6903

Sunday, September 25, 19

Help Wanted General

NOW HIRING

We need motivated individuals with a solid work history to be part of our growing team. If you are DEPENDABLE, WILLING TO LEARN NEW SKILLS, AND READY TO MAKE A COMMITMENT TO A COMPANY that rewards a strong work ethic, call us today!

When your lean and mean business needs lean and mean employees, look to PENNCARD

You've downsized, streamlined, and found more efficient ways to run your business than you ever dreamed possible. Now your lean and mean machine is poised for growth and you're ready to hire. You're looking for productive people who want to work. If only there were an easy way to hire ...

Before you run the ad, run through this

Because your business is located in the Berks County area, you're entitled to an incredible freebie: *PENNCARD*.

PENNCARD is designed to train and place workers who are out of a job due to a plant closing or restructuring. Not only are some of our best workers now unemployed, they often need help finding their next job. Because industry has changed, dislocated workers may need retraining first. And because they have a solid history of employment, they simply don't have experience job-hunting.

Enter *PENNCARD*, Pennsylvania's new resource implemented by the county's foremost authorities on recruiting and training--Berks County Employment & Training and the Berks County Job Center. We've handled hiring for hundreds of businesses in the Berks County area. From recruiting, screening, assessment, evaluation, and training ... we've worked for the best. And we're old hands at identifying every opportunity for an employer to save money, and for effortlessly implementing the programs to do it.

Save on training costs

Many of our dislocated workers qualify for On-the-Job Training (OJT), the answer to virtually every employer's training challenges. OJT gives dislocated workers a chance to earn while they learn, and it lets you custom train your employees so your workforce will be as lean and mean as your business.

We can help design your training program. We can supplement OJT with classroom training. We can develop a program tailored to your job specs. We'll refer employees appropriate to your needs and, if they are quailfied for OJT, set up your training, and then we'll offset your training costs.

And its FREE

That's right, FREE. If you're a business, large or small, and you're hiring, you qualify. Call us today at 378-0000 and put Berks County's best to work for you!

PENN CARD
BERKS COUNTY EMPLOYMENT & TRAINING
BERKS COUNTY JOB CENTER

Putting Pennsylvania back to work

P.O. BOX 7921 • READING, PA • (610) 378-4327 • FAX (610) 378-4381

ARROW INTERNATIONAL INC.

BERKS COMMUNITY ACTION PROGRAM

BOSCOV'S DEPARTMENT STORES INC.

CARPENTER TECHNOLOGY CORPORATION

CHIMA INC.

CONSTRUCTION FASTENERS INC.

EAST PENN MANUFACTURING CO. INC.

EASTERN MACHINE PRODUCTS

ELECTRONIC CONNECTORS INC.

FIDELITY TECHNOLOGIES CORPORATION

JETSON DIRECT MAIL SERVICES INC.

PRECISION GRAPHICS INC.

QUALITY INVESTMENT CASTINGS INC.

REMCON PLASTICS INC.

SEALED AIR CORPORATION

SUNSWEET GROWERS INC.

TROUTMAN INDUSTRIES INC.

WHAT DO THESE BERKS COUNTY BUSINESSES HAVE IN COMMON?

They recognize Berks County Employment & Training as a top resource for locating qualified personnel for manufacturing, clerical, and management positions.

We'll work with your job requirements and carefully screen our applicants so you see only qualified referrals. If necessary, we can customize training programs to meet your work force needs.

We can help solve your problems and save you money. We're fluent in OJT (On-the-Job Training), TJTC and EIP (federal and state funded tax credits), and we know how to make government programs work for you.

And, thanks to the Job Training Partnership Act (JTPA), *it won't cost you a cent.* Let us work for you ... we'll save you *time* and *money.*

Berks County Employment & Training

. . . the employment link

633 COURT STREET (15TH FLOOR) • READING, PA

PHONE (610) 478-6900

FAX (610) 478-6903

pic

National Association of Workforce Development Professionals, Inc.
1620 Eye Street NW, Suite LL-30
Washington DC 20006-4005
202/887-6120
FAX 202/887-8216

NAWDP

National Association of Workforce Development Professionals, Inc.
1620 Eye Street NW, Suite LL-30
Washington DC 20006-4005
202/887-6120
FAX 202/887-8216